

SECRETDDA SUPPORT TO OPERATIONSPAPER AND PAPERLESS

The subject of paper to and from the field, field station holdings, DDA paper requirements, etc., must be approached as an evolutionary process whose eventual goal is the paperless station of the future. In the intervening period, the DDA must review all current field reporting requirements to revalidate the need for such reports by the central DDA offices. The following are examples of the types of reports that should be reviewed:

- a. TVA reporting.
- b. Annual dollar value reports.
- c. Real property and firearms reports.

While all agree that continued discipline at the station relative to paper retention is a must, it is incumbent upon Headquarters to restrict paperflow to the field whenever and wherever possible. We still place demands on stations for recurring reports reflecting information which is generally available or should be at Headquarters. A centralized DDA-wide data base for support to overseas stations should be explored.

I believe that we should institute soonest local word processing capabilities at each field station to allow the local storage, retrieval, and manipulation of all routine administrative recordkeeping necessary for field administration. A local word processing capability would also ease the transition from the paper to paperless environment. In addition, measures such as an improved and greatly expanded commuted travel concept, and a significant reduction of Headquarters field audits, would further reduce field paper holdings. Station audits should be done at Headquarters with a short TDY to resolve any exceptions. These combined actions, i.e., elimination of bulky travel accountings and authorizing all stations to pouch all monthly accountings back to Headquarters at the end of each month, would significantly reduce station paper holdings.

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The present requirement for a broadgauged general administrative officer in the field to handle the myriad of operational support and people problems will not diminish in the paperless environment. While this individual may not be the specific technocrat needed to handle a totally paperless system, I believe his skills and expertise will have to be retained. A possible approach to future technical staffing questions may be resolved by cross-training current Office of Communications personnel who may become technically redundant in their primary field, but certainly have the skill and knowledge to perform as a stations' computer system technocrat. This concept might also enable an upgrading of the communications officer positions.

OVERSEAS EXPERIENCE FOR DDA OFFICERS

Any broad experience gained from field service will be invaluable to the young DDA careerist throughout a career in the DDA. The Directorate should identify and encourage overseas service for its younger officers and, therefore, we must discover the means to achieve this goal in light of the prospects that future field service opportunities may be diminished.

There are several viable ways to approach this problem now and into the future. These options are presented without the pros and cons, but merely as different ways to attack the problem.

a. A DDA TDY standby complement could be established to respond to DDO surge requirements and to be available to cover all DDA field underlaps as well as routine headset and audit type trips.

b. The DDA should consider the establishment of a foreign field program that would augment the current MG service concept. This program would identify young DDA officers and place them into the foreign field environment for at least two consecutive tours. Upon the completion of such service they would return to middle level management positions within the parent offices of the DDA to continue their career track within specific DDA disciplines. These officers would be CT trained and could be sponsored for the program by the individual DDA office to which they would return. This approach would ensure a high degree of competent DDA officers in the field, while also ensuring that in Headquarters there will be a constant flow of DDA officers who have field experience. Establishment of

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a formal program such as this would preclude any movement on the part of the DDO to establish a separate internal support structure to offset the current trend which indicates less and less non-MG DDA (read also Office of Personnel) careerists are receiving field experience.

c. Establish rotational field tours with other government agencies, e.g., assignments to the Department of State/Embassy Joint Administrative Offices.

d. Utilize a DDA regional support concept to support overseas operations. A further discussion on Regional Support Bases follows.

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REGIONAL SUPPORT BASES

Previous experience with this type of structure affords us the luxury of being able to recreate a concept of support, while avoiding the pitfalls of the past. I believe the regional support concept is a valid one for the future environment and one which will allow us to reduce our presence at certain field stations in keeping with technological advances, while allowing us the flexibility to respond to the wide range of administrative problems which we will continue to face at field stations overseas. Problems that must be addressed at the post; and, more importantly, such a structure will place us in a most advantageous position to respond (at least in the short-term) to DDO surge requirements.

A support base manned by DDA disciplines plus OTS, OSO, and clerical rovers would allow us to respond in an expeditious manner to all types of DDA services currently being handled from Headquarters. We could also play a more direct

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The following represents additional steps the DDA can take to counter the effect of a DDO surge upon the DDA:

- a. Pre-identify crisis managers in each office who have decision-making authority for that particular office.
- b. Maintain a DDA annuitant skills bank for immediate use as rehired annuitant contractors. Such a skill bank could be expanded to include all annuitants possessing DDO peculiar skills, i.e., language, trainers, paramilitary, etc.
- c. Establish a reserve pool of part-time cleared clerical personnel available for WAE contract. Primary source would be Headquarters staff dependents who could work intermittently, around-the-clock if necessary, to handle the significant paper requirements that accompany any surge effort.
- d. Eliminate the need for complex travel accountings for long-term surge TDYers. Adopt a system, for example, that would grant an additional one-third of the existing daily per diem rate to cover all miscellaneous travel expenses and compute per diem in whole days only. This would mean a person would account for TDY with a proof of departure and return dates only. The total would be days TDY, times the special rate and no receipts required.
- e. Obtain special authority for the Director to exceed Agency ceiling for crisis actions related to Presidential findings. We should establish a positions reserve pool similar to the funds reserve pool and administer it in the same fashion.

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The aforementioned identifies several areas where the DDA could improve surge response and capability. I did not attempt to deal with other areas such as Rewards and Incentives for long-term crisis work and an excessive time currently required to identify, clear and process people for crisis related tasks. I feel these issues have been addressed in the past by the DDA components concerned.

IMPROVING SUPPORT TO OVERSEAS PERSONNEL AND LOCATIONS

In order to generally improve support to overseas personnel and locations, we must initially address the problem of improving the support to those Headquarters components serving the field and then address the issue of improved support to field personnel. We must also seriously look at the support officer of the future and begin to recruit and train these individuals now to be able to meet the needs of the machine and paperless ages.

All DDA disciplines should review the response times to requests from Headquarters components in an attempt to reduce lead times and, in general, improve the quality of support from the parent office. Wherever possible, contract processing, procurement response, credit union responses, insurance claims, PCS processing, language testing, etc., must all be examined from a systems approach to reduce time and unnecessary paperwork.

When addressing the question of improving the quality of life and service overseas, I believe that the DDA is currently pursuing a proper course with its overseas pay proposal; the move to greater utilization of full government quarters; and the tandem couple assignment policy.

Future emphasis must continue in increasing the physical security of our installations and residences; of maintaining an attractive benefits program; of improving training (especially language) for all persons going abroad; and providing the structure to ensure timely support both in the field and at Headquarters.

DDO Operations Support Assistants (OSA's) and Administrative Assistants will continue to play a vital, indispensable role in the small stations through the 1980's. These OSA's generally serve in the less desirable posts, frequently serve several consecutive tours without relief and can generally aspire only to the GS-09 level. They have nowhere to work in Headquarters when they wish to reacquaint themselves with Washington for short periods, and they have no viable career track to follow. Since these OSA's perform the DDA's work at those stations where

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assigned, the DDA should take the initiative to develop a specific, tailor-made training program for OSA's. The DDA should take the necessary steps to provide rotational assignments (include also the Office of Personnel) in one of the DDA disciplines when the OSA expresses an interest in returning to Headquarters for a tour of duty. Finally, the DDA should establish an annual quota of positions (1 - 5) to which OSA's, on a rigorous, competitive basis may be considered for career conversion. Such a program might include the Office of Logistics, the Office of Finance, MG Service and even the Office of Personnel. Such a program would solve a longstanding DDO problem and benefit the DDA as well.

ADDITIONAL RECOMMENDATIONS

1. Establish a DDA liaison office to monitor all non-intelligence relationships with U.S. Government Foreign Service agencies. In addition, there would be a legislative branch to monitor all non-intelligence related employee legislation, i.e., pay legislation, retirement legislation, health and insurance legislation, EEO legislation, etc. This approach for the future will place us in an anticipatory posture rather than a reactive posture relative to employee benefits.

2. To assist in retaining a prospective employee during the lengthy clearance processing, we should restructure certain primarily unclassified elements of the Agency to allow us to place new recruits in productive work almost immediately. For example, within FBIS the Daily Report is currently typed by contract non-cleared typists. JPRS also has unclassified typing. Programs for analysts could be established as well as some specialized language refresher training. These are merely some ways we could improve retention once an individual has expressed interest in working for the Agency.

3. Internally we may consider combining Central Processing, Central Travel and the Allowances Staff into one unit within the DDA to improve efficiency, response time, and central support to all Agency components relative to overseas travel and service. It would also eliminate a lot of existing confusion.

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5. Due to the preponderance of administrative functions and responsibilities, some consideration should be given to incorporating ^{Home of} the functions of OED and CCS within the DDA.

6. The Office of Personnel should be returned to the DDA for reasons too numerous to expound upon here.

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